

Strategy to Improve Emergency Department Patient Satisfaction

Goals

- Enhance the patient and family’s experience in the ED, resulting in more positive ratings on emergency department patient satisfaction survey
- Raise the standards for performance by all staff and physicians
- Provide tools/skill-building to support the staff and help people meet these standards
- Do this in ways that enhance teamwork and mutual respect within the ED and across department lines

Component	Description	
Meeting with Project Team	<ul style="list-style-type: none"> • Agree on overall plan • Clarify existing practices re: performance management, standards, job description statements, recognition methods, • Work out the schedule and delivery details. • Outline message points for communications with employees 	Meeting with Consultant
Leadership Prep: ED Leadership Summit and Briefing with ED Leaders	<p>ED leaders (administrators, managers, supervisors)</p> <ul style="list-style-type: none"> • Pilot employee workshop #1 tailored to ED • Clarification of key leader roles • Review and plan to fulfill key leadership roles with their teams (expressing personal commitment, establishing expectations, dealing with resistance. • Examine follow-up tools and supervisor’s role in follow-up campaigns to support job-specific implementation of tailored scripts 	Full-day
Service Excellence/ workshop #1 for <i>all ED</i> staff (round-the-clock 2 hour sessions)	<p>From Good to Great in Everyday Encounters: Engage all ED staff in a workshop which makes the case for moving from good to great in customer service and sets behavioral standards/scripts for excellent behavior in everyday encounters (greetings, handoffs and goodbyes) (Physicians can be included or reached in physician-specific briefings.)</p>	Insiders facilitate. (2-day facilitator training)
Follow-Up Campaigns to Support Job-Specific Implementation	<p>Three staged campaigns led by supervisors.</p> <ul style="list-style-type: none"> • Implement WOW Greetings • Implementation WOW handoffs • Implement WOW goodbyes 	Toolkit provided by consultants
Physician Grand Rounds #1 (for all physicians)	<p>Briefing on Patient Satisfaction Skills for Everyday Encounters Strengthen the service orientation among physicians and identify specific communication skills associated with patients and family satisfaction with physicians</p> <ul style="list-style-type: none"> • Quick review of the case for moving from good to GREAT in patient and family satisfaction • The survey questions used to monitor patient/family perceptions of physician performance • A review of best practices related to Presence, Greetings, Handoffs and Goodbyes 	1 hour
(Joint) Leadership Summit #2 on Expectations and Accountability	<p>Competency-building on performance management and accountability</p> <ul style="list-style-type: none"> • How to engage staff in customizing scripts to their specific jobs • How to conduct staff practice and rehearsal so staff perform effectively at a GREAT level 	1 day

	<ul style="list-style-type: none"> • How to hold service performance conversations with high, medium and low performers • 90-day Performance Improvement Plan approach for individuals in need • Performance recognition methods applied to Service Excellence 	
Prep for Workshop 2: Work with ED Steering Group on Best Service Practices/Scripting for Difficult Situations	<ul style="list-style-type: none"> • Provide draft of job-specific scripts for handling difficult, high-anxiety situations (pain, fear, impatience, anger, frustration, distress, worry) with visible empathy and sensitivity • Have internal people review and fine-tune with staff members • Identify approach to piloting scripts and then spreading their use 	Phone conferences or on-site work-session with Consultant
Workshop #2 for all staff; Dealing with Difficult Situations (2-hour sessions, round the clock)	Dealing with Difficult Situations <ul style="list-style-type: none"> • Communicating with Empathy: Six Skills That SHOW You Care • The Caring Broken Record: Skills for Holding Your Ground Caringly in Hard Conversations • Terrific toolkit with scripts and examples 	Options: Consultant conducts or facilitators conduct these
Physician Grand Rounds #2 on Dealing with Difficult Situation	How to Deal with Difficult Interactions <ul style="list-style-type: none"> • Preventing difficult interactions with Quick Connecting and adjusting expectations • Using Heart-Head-Heart Communication to connect to patients and families and make your caring emotional support visible • Using The Caring Broken Record to handle hard conversations when you need to hold your ground 	1 hour
Manager/Supervisor Briefing on How to Follow-Through on Workshop #2 So Skills Stick and Become Hard-wired	<ul style="list-style-type: none"> • The manager/supervisor's key roles in helping staff handle difficult situations with care and professionalism • How to follow through to support job-specific practice, mastery and full implementation 	½ day with consultant
Follow-Up Campaigns on Dealing with Difficult Situations	Phased campaigns <ul style="list-style-type: none"> • Dealing with delays and long wait times • Saying no to unworkable requests---with caring • Dealing with complaints 	Toolkit provided by consultant
Revamp Performance Management Practices to Support Accountability	In partnership with HR, as needed, produce recommended wording for job descriptions, performance review; draft new employee orientation booklet, hiring toolkit, recognition methods	Consultant provides drafts
Conference calls, meetings	Project Review Course Corrections	As needed

Wendy Leebov and her team partner with you to develop a custom strategy to meet your needs, culture, timeframes and strengths. To discuss emergency department patient satisfaction or other services tailored to your team, call Wendy Leebov directly at 215-413-1969 or click <http://www.quality-patient-experience.com/contact-us.html> to contact us.